



OFFICE OF THE CONTROLLER
CITY AND COUNTY OF SAN FRANCISCO

Greg Wagner
Controller
ChiaYu Ma
Deputy Controller

April 24, 2026

Mike Nakornkhet, Airport Director
San Francisco International Airport
International Terminal, 5th Floor
P.O. Box 8097
San Francisco, CA 94128

Attention: Denise Payton, Director of Budget & Capital Planning

RE: Contracting for Airport Information and Guest Assistance Services – FY 2026-27 & FY 2027-28

The cost information and supplemental data provided by your office on the proposed contract referenced above have been reviewed by my staff.

If these services are provided at the proposed contract price, it appears they can be performed at a lower cost than if the work were performed by City employees.

The requirements of Charter Section 10.104.15 relative to the Controller's findings that work or services can be practically performed under private contract at a lesser cost than similar work performed by employees of the City and County of San Francisco have been satisfied. Attached is a statement of projected cost and estimated savings for Fiscal Year 2026-27 and Fiscal Year 2027-28 and the informational items provided by the department pursuant to San Francisco Administrative Code Section 2.15.

Following the approval of the Board of Supervisors, we will notify your department and the Purchaser that this Charter requirement has been met. Please contact Devin Macaulay at Devin.Macaulay@sfgov.org if you have any questions regarding this determination.

Sincerely,

/s/ Greg Wagner

Greg Wagner,
Controller

Enclosures

cc: Board of Supervisors' Budget Analyst
Human Resources, Employee Relations

AIR - Airport Commission

Airport Information and Guest Assistance Services (24157)

COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES

FISCAL YEAR 2026-27

PROJECTED PERSONNEL COSTS				
Job Class Title	Job Class	FTE	FY 2026-27 Personnel Cost Low	FY 2026-27 Personnel Cost High
Customer Service Representative	1304_C	93.00	\$ 12,645,958	\$ 14,944,616
Customer Service Supervisor	1306_C	13.00	\$ 1,965,353	\$ 2,327,745
Senior Management Assistant	1844_C	4.00	\$ 658,879	\$ 782,359
Holiday Pay - Miscellaneous			\$ 598,755	\$ 718,791
Premium Pay - Miscellaneous			\$ 245,741	\$ 590,016
Sum:		110.00	\$ 16,114,686	\$ 19,363,527

ADDITIONAL CITY COSTS				
Item Description	Nbr of Units	Notes / Unit Measure	FY 2026-27 Low Estimate	FY 2026-27 High Estimate
Office Equipment and Technical Support	0		\$ 42,800	\$ 42,800
Reward and Recognition	0		\$ 12,120	\$ 12,120
Uniform and Dry Cleaning	0		\$ 39,761	\$ 39,761
ADM Guest Support Supplies	0		\$ 7,500	\$ 7,500
Communication Devices and Licenses Fees	0		\$ 41,159	\$ 41,159
Other - Performance Bond	0		\$ 92,994	\$ 92,994
Total Non-Personnel Costs:			\$ 236,334	\$ 236,334

ESTIMATED TOTAL CITY COST **\$ 16,351,020** **\$ 19,599,861**

COST COMPARISON SUMMARY

ESTIMATED TOTAL CITY COST		\$ 16,351,020	\$ 19,599,861
LESS: ESTIMATED TOTAL CONTRACT COST		\$ 9,147,070	\$ 10,546,037
ESTIMATED SAVINGS		\$ 7,203,950	\$ 9,053,824
	% of Savings to City Cost	44.06%	46.19%

AIR - Airport Commission

Airport Information and Guest Assistance Services (24157)

COMPARATIVE COSTS OF CONTRACTING VS. IN-HOUSE SERVICES

FISCAL YEAR 2027-28

PROJECTED PERSONNEL COSTS				
Job Class Title	Job Class	FTE	FY 2027-28 Personnel Cost Low	FY 2027-28 Personnel Cost High
Customer Service Representative	1304_C	93.00	\$ 13,346,480	\$ 15,750,319
Customer Service Supervisor	1306_C	13.00	\$ 2,072,875	\$ 2,451,843
Senior Management Assistant	1844_C	4.00	\$ 694,587	\$ 823,723
Holiday Pay - Miscellaneous			\$ 598,756	\$ 718,793
Sum:		110.00	\$ 16,712,698	\$ 19,744,678

ADDITIONAL CITY COSTS				
Item Description	Nbr of Units	Notes / Unit Measure	FY 2027-28 Low Estimate	FY 2027-28 High Estimate
Office Equipment and Technical Support	0		\$ 44,940	\$ 44,940
Reward and Recognition	0		\$ 12,120	\$ 12,120
Uniform and Dry Cleaning	0		\$ 41,749	\$ 41,749
ADM Guest Support Supplies	0		\$ 7,500	\$ 7,500
Communication Devices and Licenses Fees	0		\$ 43,217	\$ 43,217
Other - Performance Bond	0		\$ 92,994	\$ 92,994
Total Non-Personnel Costs:			\$ 242,520	\$ 242,520

ESTIMATED TOTAL CITY COST \$ 17,200,960 \$ 19,987,198

COST COMPARISON SUMMARY

ESTIMATED TOTAL CITY COST	\$ 17,200,960	\$ 19,987,198
LESS: ESTIMATED TOTAL CONTRACT COST	\$ 9,502,127	\$ 10,966,140
ESTIMATED SAVINGS	\$ 7,698,833	\$ 9,021,058
% of Savings to City Cost	44.76%	45.13%